

CONCORDIA UNIVERSITY  
FACULTY OF COMMERCE AND ADMINISTRATION  
MINUTES OF FACULTY COUNCIL MEETING  
FRIDAY, JANUARY 15, 1993

**Present:**

**Members:**

C. A. Ross, Chair

D. Acland (Acco. & M.B.A.), A. Ahmad (Fina.), K. Argheyd (Mana.), B. Barbieri (Mktg.), C. Bayne (DS&MIS), U. de Brentani (Assoc. Dean), A. Bulgak (Mech. Eng.), A. Christopoulos (CASA), D. Cimaglia (CASA), C. Draimin (Assoc. Dean), G. Edwards (CASA), V. Fragiskos (CASA), K. F. Gheyara (Acco.), Z. Gidengil (Mktg.), R. Hall (CASA), A. Hochstein (Fina.), S. Hoffman (Lib.), A. B. Ibrahim (Mana.), A. Jalilvand (Fina.), N. Kaminaris (CASA), G. Kanaan (Acco.), J. Kelly (Mana.), B. MacKay (VRA), D. Morin (DS&MIS), J. Nader (Assoc. Dean), J. Oberg-Muller (Liaison), L. Prendergast (Reg.), L. Shanker (Fina.), M. Sharma (DS&MIS), F. Simyar (Acco.), S. Tamas (Acco.), T. J. Tomberlin (DS&MIS), R. O. Wills (Assoc. Dean),

**Guests:**

S. Bishin, P. E. Pitsiladis

**Absent with  
regrets:**

S. Goyal, V. H. Kirpalani, M. Kusy, G. Martin

I

**Call to Order**

The meeting was called to order at 09:30.

II

**Closed Meeting**

There were no items on the agenda for a closed meeting.

III

**Open Meeting**

IV

**Approval of Agenda, CAFC-92-09M**

IT WAS MOVED BY M. SHARMA AND SECONDED BY V. FRAGISKOS THAT THE AGENDA, CAFC-93-01A, BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

V

**Approval of Minutes of Previous Meeting - CAFC-92-09M**

The minutes, CAFC-92-09M, were approved with the following amendment: Date should read December 4th, 1992. B. Barbieri's concern that the phrase (p. 6, paragraph 3, 3rd sentence) - "...not situated on the Loyola Campus" may be misinterpreted. He suggested that the insertion of word right may clarify the meaning - "...not situated right on the Loyola Campus." was noted.

VI

**Chair's Remarks and Question Period**

The Chair wished everyone a happy new year and encouraged participation in the events of the M.B.A. Case Competition currently taking place at the Sheraton. He announced that new computer equipment for the administrative staff has arrived and that the installation of the equipment is expected to be finalized within the next few weeks. With regard to the Faculty Advisory Board, the Chair advised that at their recent meeting it was enthusiastically agreed that the next two meetings should be half-day sessions. The Chair also advised that a media fax informing the media of items of potential interest will be issued weekly or bi-weekly and encouraged faculty members to contact Sharon Bishin with

any items of interest. The Chair announced the great success of FC&A students at the Commerce Games this year. He explained that the competition involved both academic and social activities with FC&A students placing 1st in the Marketing division, 2nd in the Finance division, 2nd in the Stock Market division and 1st in Ice Fishing! In conclusion, the Chair congratulated two faculty members on the arrival of their new babies.

**VII Business Arising from Previous Meeting**

1. **Response to the Faculty Review Report - CAFC-92-09A-02 & CAFC-93-01A-01**  
**IT WAS MOVED BY A. HOCHSTEIN AND SECONDED BY N. KAMINARIS THAT FACULTY COUNCIL ACCEPT THE REVISED RESPONSE TO THE FACULTY REVIEW REPORT, CAFC-93-01A-01.**

The Chair summarized the major changes to the original document, CAFC-92-09-02: (1) page 2, paragraph 2 - clarification of the role of the Faculty Academic Planning and Priorities Committee, (2) the inclusion of two proposed organization charts, one administrative - one academic, (3) page 2, clarification of the role of the Academic Programme Committee, (4) page 9, centre page - elaboration of the roles of the Associate Deans, (5) page 10, acceptance of the recommendation that Programme Directors be searched.

It was suggested that the revised document be directed to the departments for discussion. The Diploma in Accountancy programme not reporting to the Department of Accountancy was noted as being problematic.

**IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. JALILVAND THAT THE DOCUMENT BE TABLED, DISCUSSED AT THE DEPARTMENT LEVEL, AND BROUGHT BACK TO THE FEBRUARY 5TH, 1993 MEETING OF FACULTY COUNCIL FOR DECISION.**

Strong concern was expressed about continuing delays in dealing with a document that has been in circulation for over a year. After further discussion it was agreed that the motion to table supersedes the motion on the floor. The importance of moving ahead in appointing an Associate Dean, Academic Programmes, as quickly as possible, was pointed out. Concern about the reporting structure for the Diploma in Accountancy was reiterated. A few pros and cons regarding the distribution of research funds by departments were raised. The need to ensure the implementation of the consultative process was strongly supported. It was emphasized that decisions will be made at the February 5th meeting of Faculty Council.

**THE MOTION TO TABLE WAS CARRIED (21 IN FAVOR, 5 OPPOSED, 2 ABSTENTIONS).**

2. **Proposed Mandate of the Faculty Council Steering Committee - CAFC-92-09A-05**  
**IT WAS MOVED BY N. KAMINARIS AND SECONDED BY G. EDWARDS THAT THE FACULTY COUNCIL ACCEPT THE PROPOSED MANDATE OF THE FACULTY COUNCIL STEERING COMMITTEE, CAFC-92-09A-05.**

Nick Kaminaris advised that the intent of the Steering committee was to acknowledge that there is a secretary of Faculty Council who takes the minutes and reports to other bodies of the University on the pertinent motions adopted by Council and to clarify the function of the individual elected by Council each year. He explained that there were two secretaries - one who has not been recognized who takes the minutes and one who acts as advisor to the Dean on procedural matters, assists in counting the votes and acts as Chair of the Steering Committee in the absence of the Dean - the two titles reflect the different roles of the committee members.

The Chair explained that the Steering Committee borrowed the format of the Senate Steering Committee and made several revisions in the attempt to clarify the role of the committee. The Chair proposed that Council also adopt the method used by Senate to elect members of the steering committee where anyone who has been member of Council for one year is automatically eligible for election and, if elected, must accept the position. The Chair agreed to the recommendation that section 1.2, paragraph one, be typed in point form.

**THE MOTION WAS CARRIED (22 IN FAVOR, 0 OPPOSED, 2 ABSTENTIONS).**

3. **Faculty Elections Procedures: Interim Report - CAFC-92-09A-06**  
**IT WAS MOVED BY C. DRAIMIN AND SECONDED BY M. SHARMA THAT FACULTY COUNCIL ACCEPT THE FOLLOWING RECOMMENDATIONS AS PRESENTED IN THE FACULTY ELECTIONS COMMITTEE REPORT, DOCUMENT, CAFC-92-09A-06 (NOVEMBER 27, 1992): 1) THE COMMITTEE RECOMMENDS THAT THE SENATE SEATS RESERVED FOR THE FACULTY BE FILLED BY FACULTY-WIDE ELECTIONS. 2) THE COMMITTEE RECOMMENDS THAT FOR APPOINTMENTS TO SENATE COMMITTEES, THE CURRENT PROCEDURE WHEREBY FACULTY COUNCIL SELECTS REPRESENTATIVES TO THE SENATE COMMITTEES BE MAINTAINED.**

C. Draimin summarized the report and provided a brief rationale for the recommendations of the committee.

**THE MOTION WAS CARRIED UNANIMOUSLY.**

- VIII **Report: Commerce Undergraduate Curriculum Committee**  
There was no report.

- IX **Report: Graduate Studies And Research**  
With regard to research, U. de Brentani advised that a University-wide expert task force has been struck to look at the enhancement of research facilities and tools. She explained that the first step in the process is to obtain a "wish-list" from the Faculties - the departments are now developing their lists which will be discussed at the Faculty Research Committee to be held in two weeks. A final report for the Faculty of Commerce and Administration will be submitted to the University task force in February.

- X **Reports from Faculty Representatives on University Committees**  
1. **University Senate**

A. Jalilvand reported that the major topic of discussion is the Report from the

*Board of Governors' Ad Hoc Committee on the Revision of the Composition, Rules and Procedures for Evaluation Committees and Advisory Search Committees.*

2. **Arts and Science Faculty Council** - There was no report.
3. **Senate Academic Planning and Priorities Committee** - There was no report.
4. **Senate Academic Programmes Committee** - There was no report.
5. **Senate Research Committee** - There was no report.
6. **Academic Services Committee** - There was no report.
7. **University Library Committee** - There was no report.
8. **Fellowships, Scholarships and Awards Sub-Committee**  
*M. Sharma reported that the eligibility of students who have not attained landed immigrant status, the division of funds among the Faculties, the minimum GPA requirement for eligibility of candidates and the number of credits required for part-time students to become eligible were the topics of discussion at the last meeting of the committee.*
9. **Sub-Committee on Academic Computer Policy** - There was no report.
10. **Computer Resources Committee** - There was no report.

11. **Board of Governors**

*With respect to the operating budget, P. E. Pitsiladis reported that there is a forecasted \$3.3M surplus, not accounting for the cost of the events of August 24th which is estimated at \$500,000, so that the final surplus will be about \$2.8M. With respect to capital budgets, the University has recovered 20% of its capital budget from the government so that the Faculty should recover 20% in the capital budget. The Chair confirmed that \$7,000 had been restored to the Faculty.*

*With regard to the report to address security concerns arising from events of August 24th, P. E. Pitsiladis advised that the performance of security on August 24th was reported to be excellent, however, the aftermath, which included increased anxiety and stress for those in the University community as well as a number of other threats posed some difficulty for the security staff. He further advised that he had pointed out to the Board that in the Faculty of Commerce and Administration, where other threats had been experienced, there was a sense that the response of senior administration was not sensitive to the needs of those involved. In addition, he reported that a publication of policies and procedures for emergency security situations is expected to be published and a resolution was adopted by the Board in support of an application to the Québec government for an increase in the security budget - Concordia's security budget is reported to be about 30% - 50% of other universities.*

*P. E. Pitsiladis reported that the Board approved the revision of the membership of the Faculty of Commerce and Administration Faculty Council so that the new*



positions can now be filled. He also advised that Dr. R. Bonin has been appointed Director of Libraries, and an increase in all student tuition fees, in conformance with the policy of the Québec government, has been approved. He expressed strong concern that the atrocious fees for international students will ultimately place Concordia and all Québec universities out of the international market. He added that a proposal will be developed to provide some financial assistance to students.

With respect to concerns of the Board about matters of confidentiality, P. Pitsiladis reported that there is pressure being placed on the Board to include more items on the agenda of the open meetings and fewer items on the agenda of the closed meetings. He also advised that the Search Committee for the Dean of the Faculty of Engineering and Computer Science has not been operating for six months because the members of the committee have refused to sign the oath of confidentiality. The Board has now relented and addressed this issue in the "Groome Report" which is a topic for today's meeting.

In conclusion P. E. Pitsiladis reported that a Caucus of Faculty Governors has been developed in order to more effectively impress the concerns of the University community on the members of the Board of Governors.

A discussion concerning the increase in student fees ensued. P. E. Pitsiladis indicated that the onus rests with the parochial view of the Provincial government. He noted that the University has gone on record opposing the policy as adamantly as have other universities. It was recommended that P. E. Pitsiladis ask the Board, in the best interest of the University, to publish the University's opinion of the increase. P. E. Pitsiladis accepted the recommendation and, in response to a question, agreed to find out how the appointments to the Board of Governors are made.

12. **Council of Graduate Studies**

K. F. Gheyara reported that at the last meeting the proposed revisions to the Faculty of Commerce and Administration's Graduate Calendar submission were approved with a minor procedural change and a document pertaining to the mission of the Council of Graduate Studies was tabled for further discussion.

13. **Student Administrative Studies** - There was no report.

XI **Reports from Student Associations**

1. **C.A.S.A. Report**

With regard to the Commerce Games, N. Kaminaris stated that the students could not have been successful without the assistance of the Finance and the Accountancy departments, who provided sponsorship for students participation, and faculty members - A. Ahmad, T. Trainor, C. Patterson of the Finance Department, J. J. Segovia, Accountancy Department, P. E. Pitsiladis, Management Department and many others.

N. Kaminaris announced that with the assistance of alumni member Thomas Dowd, an alumni dinner will take place January 26th, 1993 - the goal of the dinner is to determine the interest in establishing an alumni association. He also announced that the students' computer lab is expected to be operating at the end

of January. In conclusion, he gave assurances that CASA has no financial problems.

2. C.G.S.A. Report

There was no report.

XII New Business

1. Report of the Ad Hoc Committee on the Revision of the Composition, Rules and Procedures for Evaluation Committees and Advisory Search Committees - CAFC-93-01A-02

**IT WAS MOVED BY C. BAYNE AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL RECEIVE THE REPORT OF THE AD HOC COMMITTEE ON THE REVISION OF THE COMPOSITION, RULES AND PROCEDURES FOR EVALUATION COMMITTEES AND ADVISORY SEARCH COMMITTEES.**

The Chair stated that he hoped to be able to bring a sense of the Faculty's response to the document to the special meeting of Senate scheduled January 16th.

It was suggested that the document be sent to the departments for discussion. It was also suggested that Senate be advised of the grave concerns of the Faculty of Commerce and Administration about rushing the process at this point, after the Ad Hoc Committee has spent a year-and-a-half developing the report. It was agreed that the document be discussed so as to provide some input to the departments, to Senate on January 16th, and to the Board at the next meeting, January 20th. It was noted that the report has not yet been discussed at the Board of Governors but was tabled and immediately sent to Senate.

During the ensuing discussion, it was noted that the rationale for accelerating the normal process is to facilitate a number of senior appointments soon to be made. With regard to the committee composition, concern was expressed that the number of Board members have increased and the number of students have decreased. In addition, it was noted that while faculty members are recommended to the Board of Governors and may not necessarily be accepted, the members of the Board are not subject to a similar process. The underlying policy of the senior administration was questioned. It was noted that at the first meeting of Senate, a sub-committee composed of three members (one Dean, one faculty member and one student) was struck to analyze and interpret the report and report to Senate on their findings which resulted in a document entitled the "Interim Report of the Senate Ad Hoc Committee on the Selection and Evaluation of Senior Administrators". The Ad Hoc Committee of Senate report objected to the basic tenets of the report - two major issues were - (i) the development of the profile of the candidate by the senior administration rather than by the Advisory Search Committee as is the current practice. Although the report includes provision for input from Senate as to the profile of the ideal candidate, there is no mechanism for procedures in the event the senior administration rejects the input of Senate - the marginalization of the role of Senate in the selection process was strongly objected to; (ii) the composition of the Advisory Search Committee was considered problematic as it is feasible that an Advisory Search Committee have no representation from the Faculty/unit that the position will ultimately manage. It was pointed out that the Board of Governors' input in the selection process has

*increased substantially - there was objection to the elimination of the consultative process. The elimination of the oath of confidentiality was considered to be a positive feature. The notion of supporting the increased power of a small body, which is largely responsible to itself, was objected to. After further comments stressing the need for consultation were heard the following resolution was moved by T. J. Tomberlin and seconded by N. Kaminaris:*

**BE IT RESOLVED THAT THE FACULTY COUNCIL STRONGLY RECOMMENDS THAT THE DEADLINE FOR DEBATING THE REPORT OF THE AD HOC COMMITTEE OF THE BOARD OF GOVERNORS ON THE REVISION OF THE COMPOSITION, RULES AND PROCEDURES OF EVALUATION COMMITTEES AND ADVISORY SEARCH COMMITTEES BE EXTENDED SO AS TO ALLOW FOR SUFFICIENT TIME FOR DISCUSSION OF THE REPORT BY THE UNIVERSITY COMMUNITY.**

**BE IT FURTHER RESOLVED THAT IN THE INTERIM, THE PROCEDURES FOR SEARCH AND EVALUATION COMMITTEES BE MAINTAINED WITH THE EXCEPTION THAT THE REQUIREMENT FOR AN OATH OF CONFIDENTIALITY BE DROPPED.**

*It was suggested that a committee be struck by Faculty Council to study the report and make appropriate recommendations. The implications of maintaining current procedures was questioned. After some discussion, the mover agreed to eliminate the second paragraph of the resolution. It was recommended that the Faculty examine the document and propose specific revisions to the Board and to Senate.*

**THE RESOLUTION, AS AMENDED, WAS CARRIED UNANIMOUSLY.**

*It was agreed that at the January 16th Senate meeting, the Chair would communicate to Senate the grave reservations of the Faculty of Commerce and Administration and request that more time be given so that the document could be studied and recommendations can be formulated. It was suggested that the February 5th meeting of Council be scheduled for preliminary discussion of the document, with final recommendations to be dealt with at the March Council meeting. It was recommended that the departments meet to discuss both the Response to the Faculty Review Report and the "Groome Report" prior to the February 5th meeting of Council. It was also suggested that a committee be struck to receive and coordinate written feedback from the departments to provide a basis for constructive debate at the March meeting of Council. It was agreed that it was unlikely that the document would be approved at the January 16th meeting of Senate.*

**IT WAS MOVED BY A. JALILVAND AND SECONDED BY N. KAMINARIS THAT A SPECIAL MEETING OF FACULTY COUNCIL BE HELD FRIDAY, 22 JANUARY 1993, TO DISCUSS THE REPORT OF THE BOARD OF GOVERNORS' AD HOC COMMITTEE ON THE REVISION OF THE COMPOSITION, RULES AND PROCEDURES FOR EVALUATION COMMITTEES AND ADVISORY SEARCH COMMITTEES.**

*It was suggested that all faculty members be invited to attend the special meeting and that all be granted speaking privileges. It was noted that the departments would not have enough time to examine the document prior to the special Faculty*

Council meeting, a later date for the special meeting was recommended. After further discussion, it was agreed that the Chair, after the January 16th Senate meeting, would decide whether or not to call a special meeting of Council.

THE MOVER AND THE SECONDER AGREED TO WITHDRAW THE MOTION.

2. **Report on the Enhancement and Recognition of Teaching at Concordia University - CAFC-92-01A-03**

**IT WAS MOVED BY A. AHMAD AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL RECEIVE THE REPORT ON THE ENHANCEMENT AND RECOGNITION OF TEACHING AT CONCORDIA UNIVERSITY - CAFC-93-01A-03.**

B. MacKay, the Chair of the Committee for the Enhancement and Recognition of Teaching at Concordia University, advised that the report is meant to be a catalyst for discussion. The two key issues are: (i) how teaching might be improved at Concordia, from the viewpoints of both professors and students, and (ii) how teaching might be enhanced through the University reward system. She noted that a recent U.S. study confirmed that there is a negative correlation between salary and the amount of time that professors spend in classrooms and with students.

During the ensuing discussion, the following issues were considered: The negative effect of increased class sizes on teaching; the notion of student commitment in the teaching/learning process; the need for resource guarantees for improving the physical environment for teaching; the importance of sensitivity in setting class schedules and balanced workloads related to professors' teaching and students' responsiveness and comprehension; mechanisms for facilitating mentorship within the departments; concern that the final recommendations may not be given priority in the planning process; a recommendation that the current teaching evaluation process be aligned with the final recommendations of the report; provision of mechanism for current faculty members to improve teaching skills; resource commitments to the Learning Development Office; the development of an adequate evaluation process including the revision of the teaching evaluation questionnaire.

J. Nader announced that the Ad Hoc Committee on teaching struck by the Chair is preparing a report which will be submitted to Council within the next few weeks. He noted that the Faculty report has a number of commonalities with the Report on the Enhancement and Recognition of Teaching.

With regard to University commitment to the recommendations of the report, B. MacKay advised that once approved by Senate, Faculty Councils and Departments, it will become a priority.

**IT WAS MOVED BY A. AHMAD AND SECONDED BY A. CHRISTOPOULOS THAT THE REPORT ON THE ENHANCEMENT AND RECOGNITION OF TEACHING OF CONCORDIA UNIVERSITY BE TABLED.**

**THE MOTION TO TABLE WAS CARRIED UNANIMOUSLY.**



XIII Other Business

1. Election - replacement of G. S. Rajan, Faculty Council Steering Committee Balance of Term - January 1993 - September 1993

*The procedures used by Senate to elect members of the Faculty Steering Committee were implemented as proposed by the Chair. C. Bayne was elected to replace G. S. Rajan for the balance of term.*

**IT WAS MOVED BY A. JALILVAND AND SECONDED BY T. J. TOMBERLIN THAT THE MEETING BE ADJOURNED.**

**THE MOTION WAS CARRIED.**

*The meeting was adjourned at 12:20.*

XIV Next Meeting

*The next regular meeting of Faculty Council will take place on Friday, February 5th, 1993, at 09:30, in room GM403-2 - SGW.*